

The Scheme of Delegation 2026

EKC Schools Trust

Approval Date: 10 March 2026

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1. Glossary of Terms

ATH – Academy Trust Handbook

AO – Accounting Officer

CEO – Chief Executive Officer

CFO – Chief Financial Officer

COS – Chief of Staff

DfE – Department for Education

FPC – Finance and People Committee

HT – Headteacher

LGB – Local Governing Body

RACC – Risk, Audit & Compliance Committee

SDP – School Development Plan

SEF – Self Evaluation Plan

TDP – Trust Development Plan

2. Introduction

This Scheme of Delegation has been written to provide detail and overview of accountabilities, responsibilities and arrangements for the EKC Schools Trust. The Scheme of Delegation should be read in conjunction with the Trust Articles of Association. Church Schools are also accountable to the Church Diocesan Authority.

This scheme applies to the schools in the Trust. The Scheme would apply to any other school joining the Trust.

The Trust is a charitable company (a company limited by guarantee and an exempt charity) which exists for the provision of education.

Full details of the accountabilities, responsibilities and arrangements are set out in the schedule, section 4.0 of the Scheme of Delegation.

3. Roles and Responsibilities

a) Trust Members

As a charitable company limited by guarantee, the Trust has Members who have a similar role to the shareholders in a company limited by shares.

Trust Members:

- Are signatories to the Articles of Association.
- May, by special resolution, amend the Articles of Association, subject to the Trust's funding agreement and charity law.
- May, by special resolution, appoint new members or remove existing members.
- Have power to appoint Trustees, as set out in the Articles of Association and the power under the Companies Act to remove any or all the serving Trustees.
- Ensure the appointment of new Trustees is in accordance with the skills, knowledge and expertise required to fulfil the core functions of the Board of Trustees.
- Fully delegate the strategic management of the Trust and all monitoring functions to the Board of Trustees.
- Fully delegate the completion and submission of the annual Trustees Report to the Board of Trustees.
- Appoint the Trust's Auditors and receive the Trust's annual audited accounts.
- Following direction from the Secretary of State, have power to change the name of the charitable company and ultimately 'wind up' the Trust.
- May instruct Trustees to convene a general meeting at any time where Trustees may contribute but not vote.
- Will meet at least once per annum to complete an overview of the effectiveness of the delegated functions of the Trust.
- Ensure the DfE is informed of any changes to Members within 14 days.

- Will ensure all meetings are formally minuted and made publicly available.

Employees of the Trust cannot be appointed as Members and no Trustees will be appointed as Members in the EKC Schools Trust.

b) The Board of Trustees

Directors /Trustees are bound by both charity and company law. Therefore, the terms 'Directors' and 'Trustees' are often interchangeable. The EKC Schools Trust uses the Term Trustee for this role.

The Board of Trustees are legally accountable for managing the business of the Trust and may exercise all the powers of the Trust. The appointment of the Accounting Officer does not remove the responsibilities of the Trustees for the conduct and financial operation of the Trust. The focus of the Trust Board is to fulfil the three-core function of Governance:

- Setting the strategic direction of the Trust.
- Holding the CEO to account for improving the Trust and the overall effectiveness of the Academies within the Trust.
- Ensuring the financial health, probity and value for money of the Trust.

Trustees will:

- Ensure compliance with the Trust's charitable objectives and comply with company and charity law.
- Sign off the annual accounts and ensure adherence to the Trust's funding agreement with the Secretary of State.
- Delegate to the CEO for the operational running of the EKC Schools Trust.
- Decide on the functions delegated to the Local Governing Bodies of the Academies within the Trust.
- Be accountable to the DfE, the Diocesan Education Board (Church Schools) and Ofsted.
- Review of the Governance structure and ensure it is fit for purpose and effective.
- Comply with the Equity Articles of Association, the Governance Agreement with EKC Group and the Members Agreement with the Diocese.
- Elect a Chair and Vice Chair to the Board annually, who will not be employed by the Trust.
- Ensure that the DfE is informed within 14 days of any changes to the Trust Board.
- Ensure all meetings are formally minuted and made publicly available.

Where the Board of Trustees determined risk or cause for concern to the performance of an academy within the Trust, additional support will be commissioned to ensure the risk is addressed, whilst maintaining existing levels of delegation. Risk will be determined by overall school performance, including outcome data, effectiveness of leadership, effectiveness of safeguarding, Ofsted judgements, stakeholder feedback and financial and administrative performance.

Following an initial period of additional support, the Board of Trustees may determine the level of delegation, to ensure effective leadership within the Academy, to mitigate against identified risks.

A specific schedule would be set out in the form of a Rapid Improvement Plan with the intent of rectifying issues and supporting the Academy in returning to the full Scheme of Delegation. The intervention could involve reducing the delegated powers of an LGB and in extreme and exceptional cases of ineffectiveness Governance at a local level, the Trust Board could take the decision to remove all delegated authority.

All decisions will be discussed with the CEO and the LGB.

c) The Risk, Audit and Compliance Committee

The purpose of the committee is to advise the Board of Trustees on its systems of internal control, risk management and corporate governance arrangements. It is responsible for assessing and providing the Board of Trustees with an opinion on:

- The adequacy and effectiveness of the Trust's assurance arrangements.
- The framework of Governance.
- Risk management and controls.
- Processes for the effective and efficient use of resources.
- The solvency of the Trust and the safeguarding of assets.

Other duties include:

- Advising the Members and the Board on the appointment, re-appointment, dismissal and remuneration of the external auditor.
- Commissioning an internal audit programme linked to key risks.

Committee Members will:

- Elect a Chair for the committee.
- Ensure there are a minimum of 3 Trustees on the committee, plus the CEO.
- Adhere to the protocols, ethos and policies of the Trust.
- Comply with the Terms of Reference for the committee.
- Ensure all meetings are formally minuted and made publicly available.

d) The Finance & People Committee

The Trust will have a Finance and People Committee to which the Trust Board delegates financial scrutiny and oversight and those matters relating to its People. The committee will ensure the Trust adheres to the Academy Trust Handbook (ATH) and fully comply with the Trust's funding agreement with the Secretary of State and any other legal requirements relating to its People, as necessary. The committee will advise the Board on the effective financial management of the Trust, review the expenditure and budgets of the academies and oversee all aspects of financial management, holding the CEO to account.

Committee Members will:

- Elect a Chair for the committee.
- Ensure there are a minimum of four Trustees on the committee, plus the CEO, COS and CFO.
- Adhere to the protocols, ethos and policies of the Trust.
- Comply with the Terms of Reference for the committee.
- Adhere to the ATH and the Academies Accounts Direction.
- Ensure all meetings are formally minuted and made publicly available.

e) Christian Distinctiveness Committee

The Trust will have a Christian Distinctiveness Committee to which the Trust Board delegates responsibility for monitoring, strengthening, and safeguarding the Trust's Christian vision, ethos and distinctiveness across all church academies. The committee will ensure that the Trust fully upholds its responsibilities as a Trust with Church of England schools, maintaining the theological and Christian foundation and ensuring alignment with diocesan expectations.

The committee will advise the Board on the effectiveness of Christian distinctiveness across the Trust, oversee the implementation and impact of the church schools Christian vision, and ensure that leaders including the CEO are held to account for embedding, sustaining, and developing Christian ethos, spirituality, Religious Education, and Collective Worship in line with the Trust's values and diocesan guidance.

Committee Members will:

1. Elect a Chair for the committee.
2. Ensure there are a minimum of four Trustees on the committee, plus the CEO and other Trust executives as required.
3. Adhere to the ethos, protocols, and policies of the Trust, upholding the Christian foundation of all Church of England academies in accordance with diocesan expectations.
4. Comply with the Terms of Reference for the committee.
5. Uphold diocesan guidance relating to Christian distinctiveness, including responsibilities for clarity of vision, ethos, and strategic direction as required of all governors in Canterbury Diocese Church schools.
6. Ensure all meetings are formally minuted and made publicly available

f) Clerking at all levels of Governance

The Clerk to the Board of Trustees and Members will be appointed (and if required removed) by the Board of Trustees.

The Clerks to the LGBs will be appointed (and if required removed) by the LGBs.

Roles and responsibilities for the Clerks within the Trust will be outlined within Job Descriptions but the key areas of responsibility are set out below.

Clerks within the Trust will:

- Have a clear understanding of the Articles of Association, Scheme of Delegation and key policies, procedures and operational documents of the Trust.
- Understand the core functions of the level of Governance which they support and adhere to the Terms of Reference for the Board or Committee.
- Support and guide the Board or Committee in ensuring they adhere to their core functions and responsibilities.
- Maintain up to date records of membership including national requirements of publicising information.
- Ensure the Chair of the Board or committee and the CEO are kept informed of all important information in a timely manner.
- Maintain a Register of Business Interests.
- Maintain a record of attendance and absence.
- Take accurate minutes and ensure they are publicly available.

g) Chief Executive Officer and Accounting Officer

The CEO has the delegated responsibility for the operation of the Trust, including the performance of the Academies within the Trust. The CEO reports to the Board of Trustees on the strategic performance of all aspects of the Trust. The detailed responsibilities of the CEO are set out in the Job Description but the core function of the executive role is to ensure the highest standards of education for all pupils and young people within the Trust.

The CEO is the AO for the Trust and has the legal responsibilities of this role to the Secretary of State through the DfE Therefore, the AO must provide assurance to the DfE that the Trust remains in strong financial health.

The CEO/AO will:

- Take responsibility for assuring the Board of Trustees that there is compliance with the Trust's funding agreement and the ATH.
- Complete and sign the Annual Statement on Regularity, Propriety and Compliance and submit to the DfE with the Trust's audited accounts.
- Demonstrate how the Trust has secured value of money via the governance statement in the audited accounts.
- Ensure the highest standards of education across the Trust.

h) Local Governing Bodies

The EKC School Trust will maintain the core role of a Local Governing Body for each academy within the Trust and delegate certain functions to the LGB. The purpose of the LGB is to champion the Trust's ethos and uphold the individual vision and values of the individual academy. It will support and challenge the Headteacher and monitor the key performance indicators to provide focused governance at a local level.

LGB's will:

- Comply with the roles, responsibilities and functions as set out in the Scheme of Delegation.
- Set out the vision for the academy within the Trust in adherence with Trust policies and ethos.
- Ensure the school complies with the Trust policies and implement the school level policies.
- Ensure Asset Management systems are adhered to within the school.
- Ensure local arrangements for the effective supervision and implementation of local maintenance and building works.
- Hold the HT to account for the highest standards of compliance including all aspects of Health and Safety and Safeguarding.
- Ensure all aspects of the Compliance Overview are effectively monitored.
- Review the Risk Register annually and support and hold the HT to account to mitigate against risk.
- Determine the membership of the LGB, in consultation with the CEO and ensuring balanced representation of the school's stakeholders including a staff representative and parents.
- Appoint Governors to the LGB and establish committees and key roles as appropriate to the needs of the school and the school's priorities. Terms of Reference for those roles and committees must include monitoring and evaluating Safeguarding, Health and Safety, Compliance, Pupil Premium Spend, Pupils with Special Educational Needs and Finance.
- Ensure all meetings are effectively minuted and actions and outcomes are published and provided to the CEO and Board of Trustees.
- Ensure declarations of interest are appropriately recorded and managed professionally and effectively any conflicts of interest.
- Monitor and evaluate the implementation and impact of the School Development Plan.
- Monitor and evaluate the appropriateness, relevance and impact of the school's curriculum on standards, with particular attention to vulnerable groups, including those disadvantaged and with SEND. Ensure the school meets the statutory duties for curriculum entitlement.
- Scrutinises the school's self-evaluation and ensure it is commensurate with the LGBs evaluation of the school and its overall effectiveness.
- Monitor behaviour, exclusions and attendance of pupils, including those disadvantaged and those with SEND and ensure adherence to all related school policies.
- Take responsibility for recruiting and performance managing the

Headteacher, with support and advice from the CEO.

- Participate as a member of a Panel Hearing as required.
- Ensure arrangements are in place for the implementation and monitoring of the Admissions Policy within the school.
- Follow roles and responsibilities as set out in the Trust Complaints Policy.
- Represent the school in an Ofsted Inspection.
- Ensure minutes and activities of the LGB are available to the CEO and Board of Trustees.

i) Headteachers

The role of the HT (or most Senior Leader within any individual academy) is responsible for the day-to-day leadership and management of their own school. HT is the lead professional in the academy and reports to the Local Governing Body and CEO.

The recruitment and annual performance management of the Headteacher is undertaken by the CEO with support from the LGB.

Headteachers will:

- Lead on school improvement within their own school.
- Deliver on school performance and report to the CEO and LGB.
- Ensure School and Trust policies are fully implemented.
- Design and implement a curriculum that meets the needs of learners.
- Take responsibility for the performance of staff within the individual academy.
- Ensure all statutory duties are met.
- Ensure safeguarding is effective.

4. Scheme of Delegation – March 2026 Update

EKC Schools Trust Operational Scheme of Delegated Authority (RACI)

R	Responsible
A	Accountable
C	Consulted
I	Informed

Carries out process or task and/or makes a recommendation

Provide approval/take ultimate decision

Consulted before a decision or action is taken

Informed that a decision or action is taken

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	CEO/AO	CFO	LGB	Headteachers
Governance								
Equity Articles of Association	A	C&I			R	I	I	I
Scheme of Delegation	I	A	C&I	I	R	I	C&I	C&I
Appointment & Removal of Members	A&R	C&I			I	I	I	I
Appointment & Removal of Trustees	A&R	A&R			C&I	I	I	I
Election of Chair of Trust Board	I	A&R			C	I	I	I
LGB Terms of Reference	I	A			C	I	R	C
Appointment of Chair of LGB		A			C	I	R	C
Appointment of LGB Governors		A&I			C	I	R	C
Removal of Chair or Governor OF LGB		A&I			R	I	C&I	C&I
Appointment of Governance Professional for Trust		A			R	I	I	I
Appointment of Clerk for School		A			I	I	R	C
Appointment of Legal Council	I	A			R	I	I	I
Appointment of other non-board Committee Members of Trust		A&R			I	I	I	I
Managing Conflicts of Interest	A	A			R	I	R	I
Determining Trust Board meeting frequency/agenda	I	A&R			C	I	I	

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	CEO/AO	CFO	LGB	Headteachers
Determining LGB meeting frequency/agenda		I			A	I	R	C&I
Determining Finance and People Committee meeting frequency/agenda		A	R	I	C	C	I	I
Determining RAC Committee meeting frequency/agenda		A&R	I	R	C	I	I	I
Trust Board Training	I	A&C	C	C	R	C	I	I
LGB Training		I			A		R	C&I
School Specific Complaints		I			A		R,A&I	I
Complaints to Ofsted		I			A		R&I	I
Complaints to DfE		I			A	R	C&I	I
Strategic Governance								
Strategic vision, values and objectives of the Trust	I	A			R		C	C
Strategic vision, values and objectives of a Trust School		C&I			C&I		A&R	C&I
Education								
Determining School Performance Targets	I	A			R		C&I	C&I
Monitoring Performance	I	A			R		R&I	C&I
Statutory Assessment Returns (to DfE/KCC)		I			A		R	R
Assessment Integrity		I			I		A	R
Change of Age Range or PAN	I	C&I			A		R	C&I
Change to Admission Arrangements		A			C&I		R	R
Determining Admissions (application of over-subscription criterion)		A			C&I		R	R
In-Year Admissions					I		A	R
Change to Curriculum		I			I		A	R
Change to School Day					C		A	R

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	CEO/AO	CFO	LGB	Headteachers
Term Dates and INSET Dates		I			A		R	R
Cross-Trust Assessments/Reporting		I			A		R	R
Written Self-Evaluation of Trust		A			R		I	I
Written Self-Evaluation of Schools		I			C		A	R
Trust-Level Development/Strategic Plan		A			R		I	I
School Development/Strategic Plan					C		A	R
Ofsted Inspection	I	A			R	I	R	R
Finance (also see Financial Regulations)								
Appoint External Auditors	A	I	I	R	C	C	I	I
Appoint Bankers	I	A	C		C	R	I	I
Agree Internal Audit Procedures	A	I		R	C	R	I	I
Approve Trust Annual Report and Statutory Accounts	I	A	C&I	R	C	R		I
Approve Trust Budget Plan		I	A		C	R	C&I	I
Approve School Budget Plan		I	A		C	C	R	C&I
Entering into Funding Agreement		A	I		R	C	I	I
Approval of Negative Budget Variance		A	C		C	R	I	I
Approving Pay Scales		I	A		C	R	C&I	I
Determining Executive Pay		A			I			
Monitoring Performance Development Process		I			C		A&R	C&I

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	CEO/AO	CFO	LGB	Headteachers
Determining Financial Limits (Financial Regulations)		A	C		C	R	I	I
Staffing								
Appointment & PM - CEO	I	A&R					I	I
Appointment & PM - CFO	I	A	C		R		I	I
Dismissal, Suspension or Redundancy of CEO	I	A&R			I	I	I	I
Dismissal, Suspension or Redundancy of CFO	I	A			R	I	I	I
Performance Management of Headteachers					A		R	
Appointment of Headteachers	I	I	C		A		R	C&I
Dismissal, Suspension or Redundancy of Headteacher	I		I		A		R	C&I
Appointment & PM – Other School Based Staff					I	I	A	R
Restructuring of School		I	C&I	I	A	C	R	C&I
Staff Welfare in Schools		A			R	R	R	I
Children & Students (+ accident/incident reporting)								
Suspensions – Fixed Term		I			C		A&R	I
Exclusions – Permanent		I			C		A&R	I
Safeguarding (practice/training/activity)		I					A	R
Safeguarding S175 Review		A		I	R		R	C&I
Safeguarding Trust Monitoring				A	R		I	C&I
Health & Safety Executive Reportable Accident					C&I		A	R
Other Accident					I		A	R
Pupil/Parent Incident Reporting							A	R
SEND Strategy/Impact		I			A		R	R

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	CEO/AO	CFO	LGB	Headteachers
Pupil Premium Strategy/Impact		I			A		R	R
Sports Grant Strategy/Impact		I			A		R	R
Infrastructure Including Facilities								
Long-Term Lease or Disposal of Assets		A	C		R		I	I
One-Off and Annual Lettings			I		C&I	C&I	A	R
Regular Lettings (longer than 1 year)			I		C&I	C&I	A	R
Structural Changes to Buildings/Land			I		C&I	C&I	A	R
School Condition Allocations			I		C&I	C&I	A	R
School Maintenance					I		A	R
Finance, Payroll & HR Central Service		A			R	R	I	I
ICT in schools							A	R
Compliance								
Trust Risk Register		I		A	R		C&I	C&I
Ensure Compliance with All Statutory and Regulatory Requirements (including H&S)		A		I	C&I		R	R
Health & Safety Trust Audit		A		R	R		I	C&I
Police Called					I		A	R
Fire Plan and Training				I	I		A	R
Evacuation Plan and Training				I	I		A	R
Lock-Down Plan and Training				I	I		A	R
First-Aid Provision and Training				I	I		A	R

	Trust Members	Trustees	Finance & People Committee	Risk, Audit, Compliance Committee	CEO/AO	CFO	LGB	Headteachers
EVC (oversight and training)				I	I		A	R
Policies Relating to Trust Compliance				A	R		I	I
Trust Website Compliance (DfE, ATH, Co Law, Ofsted)				A	R		I	I
School Website Compliance (with DfE, Ofsted)				I	A		R	R
Pupil Census & Return			I	I	I		A	R
Official Finance Returns			I		I	A	R	R
Workforce Census (incl. Gender Pay Gap Reporting)			I	A	R		I	I
Freedom of Information Act Request (FOIA)		I			A		I	R
GDPR Strategy (incl. registration with ICO)				A	R		I	I
Data Breach				A	R		R	I
Trust Insurance				A	R		I	I
Communications								
Trust Website	I	I			A&R	I	I	I
School Website					I		A	R
School Specific Parental Communications							A	R
Cross-Trust Parental Communication					A	I	C&I	C&I
Board Comms (Members and Trustees Comms)		A&R			C&I	I		
Governor Comms (LGB Chair and Local Governors Comms)					C&I		A&R	I
Other Trust Committee Comms			A&R	A&R	C&I	A&R		
Press Crisis		I			A&R	I	C&I	C&I
Good News School Press		I			I	I	A	R
Trust Branding incl. Logos, Artwork, Signage		I			A&R		I	I
School Branding incl. Logos, Artwork, Signage, Prospectus'							A	R

5. Policy Overview for EKC Schools Trust

Below is a list of the policies, procedures and other statutory documentation that must be in place, the external facing documentation available on the website, and all monitored by governance structures.

EKC Schools Trust Policies – Ratified and Monitored by the Trust Board

- Equality and Diversity Policy
- Complaints Policy
- Whistleblowing Policy
- Safeguarding and Child Protection Policy
- Charging and Remissions Policy
- Health & Safety and Premises Management Policy
- Data Protection Policy
- Fixed Asset and Depreciation Register
- Risk Register
- Disaster Recovery Plan
- Trust Financial Regulations Policy
- Appraisal and Pay Policies
- Staff Conduct
- Staff Discipline, Conduct and Grievance policy

Local Academy Policies – Ratified and Monitored by Local Government Bodies

- Admissions Policy and Procedure
- Curriculum Policies
- Behaviour Policy
- Acceptable Use Policy
- Accessibility Plans
- Pupils with medical conditions
- Pupil Premium statement
- Sex Education Policy
- Special Educational Needs Policy
- Single Central Record
- Home / School Agreement
- Minutes of Local Governing Body Meetings
- Registers of Attendance

EYFS must be explicitly referred to in each policy or schools must have a separate EYFS policy.

Appendix 1

EKC Schools Trust Organisational Diagram and Brief Overview



Trust Leadership and Governance Structure

Members

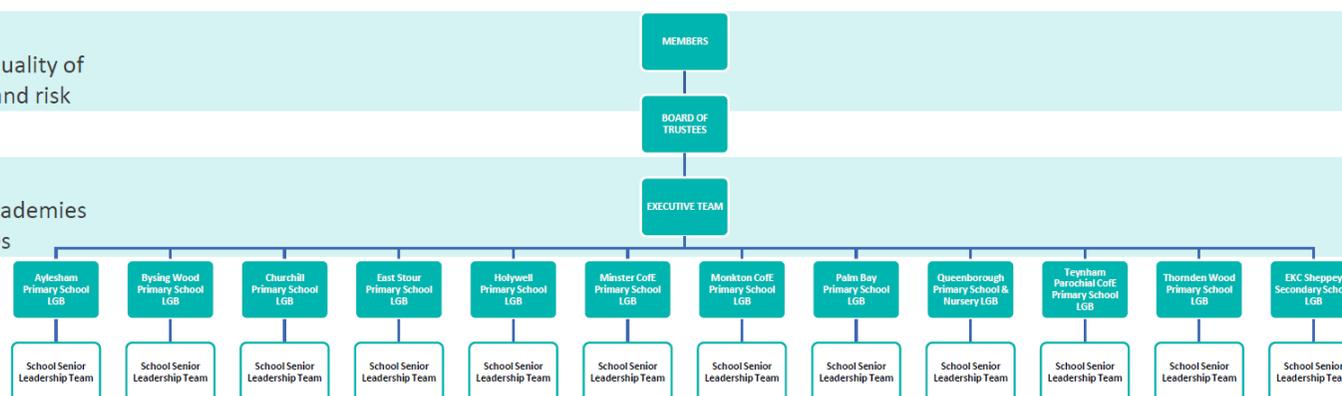
- Appoint Trustees
- Responsible for Articles

Trustees

- Hold Executives to account for the quality of education, Trust financial health, safety and risk

CEO, CoS and CFO

- Provide support and challenge to Academies
- Accountable to the Board of Trustees



Appendix 2

Terms of Reference for the Risk, Audit and Compliance Committee

1. Constitution

- 1.1 The Trust Board (“the Board”) has resolved to establish a Risk, Audit and Compliance Committee to advise the Board on matters relating to the Trust’s audit arrangements and systems of internal control and to aid the Board’s responsibility to ensure sound management of the Trust’s finances and resources, including proper planning, monitoring and probity.
- 1.2 The Risk, Audit and Compliance Committee is responsible to the Board.

2. Authority

- 2.1 The Risk, Audit and Compliance Committee is authorised to investigate any activity within its terms of reference or specifically delegated to it by the Board. It is authorised to request any information it requires from any Member, Trustee, employee, external audit, internal audit or other assurance provider.
- 2.2 The Risk, Audit and Compliance Committee is authorised to obtain any outside legal or independent professional advice it considers necessary, normally in consultation with the Accounting Officer and/or Chair of the Board.
- 2.3 The delegated responsibilities for the Committee are outlined in the Scheme of Delegation and should be instrumental in driving the roles and responsibilities of the Finance and People Committee

3. Duties

The duties of the Risk, Audit and Compliance Committee (RAC) are to:

- 3.1 Advise the Board and Accounting Officer on the adequacy and effectiveness of the Trust’s governance, risk management, internal control and value for money systems and frameworks. An annual report will be produced by the RAC Committee in this regard.
- 3.2 Advise the Board on the appointment, re-appointment, dismissal, and remuneration of the external auditor.
- 3.3 Advise the Board on the need for and then, where appropriate, the appointment, re- appointment, dismissal and remuneration of an internal auditor or other assurance provider.

- 3.4 Advise the Board on an appropriate programme of work to be delivered by independent assurance providers. This programme of work should be derived from the RAC Committee's regard of the key risks faced by the Trust, the assurance framework in place and its duty to report to the Board as detailed in point 3.1 above.
- 3.5 Evaluate the significant risks faced by the Trust to reduce the likelihood of problems occurring and flag any major concerns and/or emerging risk to the Trustees Board.
- 3.6 Review and monitor the management of significant risk, the approach and progress and make appropriate recommendations to help reduce the likelihood of unwelcome surprises or impact.
- 3.7 Ensure that the less significant risks are being actively managed, with the appropriate controls in place and working effectively.
- 3.8 Ensure that where a full internal audit service is commissioned the service provider complies with the standards set by the Chartered Institute of Internal Auditors. This will mean the internal audit provider must conform to the Public Sector Internal Audit Standards.
- 3.9 Review the external auditor's annual planning document and approve the planned audit approach.
- 3.10 Receive reports (assignment reports, annual reports, management letters etc) from the external auditor, internal auditor and other bodies, for example the external auditor, internal auditor and other bodies, for example the Department of Education (DfE), and consider any issues raised, the associated management response and action plans. Where deemed appropriate, reports should be referred to the Board or other committee for information or action.
- 3.11 Regularly monitor outstanding audit recommendations from whatever source and ensure any delays to agreed implementation dates are reasonable.
- 3.12 Review the performance of the external auditor, internal auditor, or other assurance provider, annually.
- 3.13 Ensure that allegations of fraud or irregularity are managed and investigated appropriately.
- 3.14 Consider any additional services delivered by the external auditor, internal auditor or other assurance provider, as appropriate.
- 3.15 Ensure external (and internal) auditor independence is maintained.

- 3.16 Ensure appropriate cooperation and coordination of the work of the external auditor and internal auditor.
- 3.17 Meet with the external auditor and internal auditor or other assurance provider, without management present, at least annually.

4 Administration

- 4.1 The Risk, Audit and Compliance Committee (RAC) will meet at least 3 times per year. The Chair or any two members may call a meeting.
- 4.2 The RAC Committee will consist of at least four members of the Board. Additionally, up to two external co-opted members with particular expertise may also be appointed who are not members of the Board. At least one of the members should have relevant financial experience. The Chair of the Board cannot be a member of the RAC Committee.
- 4.3 The Chair of the RAC Committee will be appointed by the Board and will not be a member of any other committee. If the chair is absent from a meeting, the members shall choose another member, who is also a member of the Board, to act as chair for that meeting.
- 4.4 The RAC Committee will be quorate if two members are present and more than 50% of those members present are Board members.
- 4.5 The Accounting Officer, Chief Financial Officer and other members of the Trust's staff may be invited to attend but will have no voting rights.
- 4.6 Administrative support will be provided by the Director of Governance
- 4.7 Agendas will be agreed in advance by the Chair of the RAC Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.
- 4.8 Minutes of meetings will be taken and will be submitted in the next scheduled meeting of the Board once approved in draft by the Chair of the RAC Committee.
- 4.9 The Board will review these terms of reference and request the Risk, Audit and Compliance Committee to self- assess its performance against these terms of reference on an annual basis and feedback to the Board.
- 4.10 The members of the Committee shall hold office from the date of their appointment until the resignation or their omission from membership of the Committee on subsequent consideration by the Board (whichever shall first happen).

- 4.11 The Board must not add to these terms of reference responsibilities that require the RAC Committee to adopt an executive role, or its members to offer professional advice to the Board. The RAC Committee should seek formal professional opinions from the internal audit service, financial statements auditor or other professional advisers to the Board. Advice should only be given in Committee members' capacity as Trustees and co-optees and only within their terms of reference.

Appendix 3

Terms of Reference for the Finance and People Committee

1. Constitution

1.1. The Trust Board (“the Board”) has resolved to establish a Finance and People Committee to advise the Board on matters relating to its people and the Trust’s finance arrangements and systems of internal control and to support the Board in maintaining the Trust as a going concern this includes supporting the Board’s responsibility to ensure sound allocation and monitoring of the Trust’s finances.

1.2. The Finance and People Committee is responsible to the Board.

2. Authority

2.1 The Finance and People Committee is authorised to request any reports or financial information for monitoring purposes or as specifically delegated to it by the Board.

2.2 The Finance and People Committee is authorised to refer any area for further investigation to the Risk, Audit and Compliance Committee, normally in consultation with the Accounting Officer and/or Chair of the Board.

2.3 The delegated responsibilities for the Committee are outlined in the Scheme of Delegation and should be instrumental in driving the roles and responsibilities of the Finance and People Committee

3. Duties

The Finance and People Committee will exercise responsibility for and the oversight of:

- a. The overall finances of the EKC Schools Trust
- b. The annual budget (for recommendation to the Board)
- c. The monitoring of the budget throughout the financial year
- d. The MAT charging policy and oversight of income generation and lettings policies (where applicable)
- e. Financial procedures (including compliance with the DFE funding rules and guidance); delegation of spending authority and virement policies
- f. Insurance arrangements
- g. The preparation of the annual report and accounts (for presentation to the Board)
- h. Establish and monitor KPIs with regards to financial matters
- i. Approve expenditure between £50,000 - £100,000 (within the approved Trust Budget).
- j. Workforce census (incl.) Annual Gender Pay Gap Reporting (March meeting)
- k. Equality, Diversity and Inclusion (January meeting)
- l. Staff Well-being (June meeting)
- m. Specific School Staffing arrangements as outlined in the Scheme of Delegation (as necessary)

4 Administration

- 4.1 The Finance and People Committee will meet at least 4 times per year. The Chair or any two members may call a meeting.
- 4.2 The Finance and People Committee will consist of at least four members of the Board, one of whom must be the Chair of Trustees. Additionally, up to two external co-opted members with particular expertise may also be appointed who are not members of the Board. At least one of the members should have relevant financial experience. Members of the Risk, Audit and Compliance Committee may not be a member of the Finance and People Committee
- 4.3 The Chair of the Finance and People Committee will be appointed by the Board and will not be a member of any other committee. If the chair is absent from a meeting, the members shall choose another member, who is also a member of the Board, to act as chair for that meeting.
- 4.4 The Finance and People Committee will be quorate if two members are present and more than 50% of those members present are Board members.
- 4.5 The Accounting Officer, Chief Financial Officer, and Chief of Staff will be Officers in attendance and other members of the Trust's staff will be invited to attend but will have no voting rights.
- 4.6 Administrative support will be provided by the Clerk to the Board.
- 4.7 Agendas will be agreed in advance by the Chair of Finance and People Committee (based on, but not limited to, a pre-agreed annual schedule of activity) and papers will be circulated to members and attendees at least 5 working days in advance of the meeting.
- 4.8 Minutes of meetings will be taken and will be submitted in the next scheduled meeting of the Board once approved in draft by the Chair of the Finance and People Committee.
- 4.9 The Board will review these terms of reference and request the Finance and People Committee to self- assess its performance against these terms of reference on an annual basis and feedback to the Board
- 4.10 The members of the Committee shall hold office from the date of their appointment until their resignation or their omission from membership of the Committee on subsequent consideration by the Board (whichever shall first happen).
- 4.11 The Board must not add to these terms of reference responsibilities that require the Finance and People Committee to adopt an executive role, or its members to offer professional advice to the Board. Advice should only be given in Committee members' capacity as Trustees and co-optees and only within their terms of reference.

Appendix 4

Model Terms of Reference for Church Distinctiveness Committee



Church Distinctiveness / Foundation Committee

Model Terms of Reference

September 2023

Context (*Delete once Terms of Reference have been adopted*)

- The following Terms of reference are intended for use by all maintained schools within the Diocese.
- They are designed to support Governors understanding of their role in upholding the distinctive foundation of their school. and to ensure that appropriate time is offered to considering your values and the impact these have on daily life in the educational environment.
- Governing Bodies are NOT required to have a specific committee for developing Distinctiveness.
- These terms are intended for use either for a committee should the body wish to create a one (with delegated responsibility for considering the items below) or included in existing documents for the Full Governing Body or other committee where appropriate.

1. School Vision

(Add in schools theologically rooted Christian vision)

2. Purpose of the Committee

The Church Distinctiveness / Foundation Committee is established to ensure that the everyday work of the school is driven by a contextually appropriate theologically rooted Christian vision for education that reflects its foundation as a Church school, meeting the needs of the school community and enabling people to flourish*.

3. Committee Constitution

Quorum of ...

Chair:

Clerk:

Ex-Officio Governor:

Governor 1:

Governor 2:

Governor 3:

Non-members may also be invited to offer specialist knowledge to the committee.

*most would concur that **flourishing**, however conceived, would, at the very least, require doing or being well in the following five broad domains of human life: happiness and life satisfaction; health, both mental and physical; meaning and purpose; character and virtue; and close social relationships. [Tyler J. VanderWeele](#)

4. Committee aims.

<p>Christian Character</p>	<ul style="list-style-type: none"> • To ensure that the school’s everyday work is rooted in and driven by a context-specific theologically rooted Christian vision. • To ensure that the theologically rooted Christian vision and associated values shape and drive school plans, policy and practice and are reflected in the day to day life of the school. • To ensure the schools admission policy reflects the Christian vision by being welcoming to all students with disabilities and learning difficulties, and by being inclusive of different faiths and of students from diverse backgrounds. • To ensure there is a robust and continuous self-evaluation process in place that involves the whole school community in evaluating the effectiveness as a Church school. • To support, monitor and develop links between the school, the church and the wider community, including parents, ensuring they are sustained and informed by the school’s Christian vision. • To consider curricular issues; how well the school’s staff and leaders apply the distinctive Christian vision to ensure curriculum and extra-curricular opportunities meet the academic and spiritual needs of all learners. • To ensure that there are opportunities across the curriculum for students to develop curiosity through questioning that helps them explore and articulate spiritual and ethical issues. • To advise the Governing Body on matters relating to the Christian character of the school and its development.
<p>Collective Worship</p>	<ul style="list-style-type: none"> • To review the ways in which the theologically rooted Christian vision and the foundation of the school shapes worship and spirituality in the school. • To ensure collective worship has an impact on the whole school community through acts of worship that are; inclusive, invitational and inspiring. • To ensure collective worship raises aspirations, celebrates difference and encourages respect and dignity of all. • To ensure collective worship offers opportunity, without compulsion, to all students and adults to grow spiritually through experiences of prayer, stillness, worship and reflection.

	<ul style="list-style-type: none"> • To ensure collective worship is reflective of Anglican traditions, whilst offering opportunities for other traditions and liturgy to feature within acts of worship. • To ensure a wide range of members from the school community are involved in planning, monitoring and evaluating the impact of collective worship. • To make arrangements for members of the Governing Body to join school acts of worship for monitoring purposes. • To ensure collective worship provision meets statutory obligations.
Religious Education	<ul style="list-style-type: none"> • To ensure the provision, profile and priority of religious education in all key stages reflects its place on the curriculum of a church school. • To consider how the religious education curriculum is effective. • To ensure religious education reflects the Church of England Statement of Entitlement and its principles are established and adhered to. • To ensure that RE is well resourced and that CPD for staff has an impact on effectiveness of the curriculum. • To ensure RE provision meets statutory obligations.
SIAMS <i>(Statutory inspection of Anglican and Methodist Schools)</i>	<ul style="list-style-type: none"> • To ensure that the recommendations from the previous inspection report have been addressed over time to the educational benefit of the students. • To develop, monitor and question the schools SIAMS self - evaluation document and relevant action plans. • To ensure there is an ongoing process of self-evaluation against the expectations of the SIAMS evaluation schedule. • To be familiar with the contents and expectations of school leaders within the SIAMS evaluation schedule.